

23 FEB 1977

MEMORANDUM FOR THE RECORD

STATINTL

FROM : [REDACTED]  
Secretary

SUBJECT: Minutes of the 10 February 1977 OTR Staff Meeting

1. The 10 February 1977 OTR Staff Meeting convened at 1400 hours and adjourned at 1515 hours.

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2. [REDACTED] CSI, discussed creativity and controls which had been the subject of two seminars in recent months. The first was held in November and was comprised of 12 senior Agency officials. The second was held in January and was attended by a more junior and mixed group of officers. The first group was charged by the DDCI with looking at the controls currently placed on the Agency and the ethical climate in which we work today and determining the effect of these two factors on creativity within the Agency. As an example, the group was to look at the potential curbing of our liaison relationships as a challenge to our creativity to devise alternatives should this happen.

3. This first group concluded that we have a good base of creativity but we need to clarify the aims and goals of the Agency, decrease the amount of "sucking up" of authority (decision-making), and continue a close look at all Agency programs. The senior leadership should convey a style of open leadership, we need an improvement in the climate for dissent, we need to raise the ethical consciousness Agency-wide, and we should marshal arguments to defend our liaison relationships.

4. The second group looked at the report prepared by the first group and agreed with the conclusions but also arrived at a set of different conclusions. We need better vertical and horizontal communications (the lack of this is inhibiting creativity), we should remove the bureaucratic barriers between directorates, and we need a better statement

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of the goals of the Agency and the reasoning behind those goals. We need to provide more feedback to the individual employee on his or her efforts. Finally, the group recommended open forum discussions of the various facets of ethical considerations, both the ethics of our activities and programs, and the ethics of the way the Agency handles its people.

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5. [REDACTED] concluded with a brief discussion of the recommendations for implementing the conclusions. The members discussed the substance of the reports and recommendations. Chief, FTD, pointed out that the problems surfaced during these seminars were the same issues usually raised in our management courses.

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6. [REDACTED] discussed the Program Call, noting that it covers FY 79 and the out-years of FY 80-83. He distributed copies of the Call and the Unit submissions for FY 78, asking the members to update the FY 78 figures for FY 79. He pointed out that there will be more emphasis on the out-years and that alternative resource levels with prioritization will be required at three levels--principal, maximum, and minimum in terms of both dollars and people. He noted several changes in the OTR resource packages. He requested that the draft and final versions of this year's Call be done by TAP for standardization of format and efficiency. Student figures will be available from TSS/REPG.

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7. [REDACTED] stated that he had not yet received the figures on funds and positions but expected them within a week. These will be broken down by the three levels of principle, maximum, and minimum. The members discussed several problem areas. The DDTR emphasized that, although the start of FY 79 is some 20 months away, the Unit Chiefs should put whatever they see coming down the road into the maximum level.

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8. [REDACTED] noted that there is a DDA Notice concerning age discrimination, and it is applicable particularly to those OTR courses which have had age limitations on students. He also noted that there are several clerical vacancies within the Office but most should be filled within two weeks. The DTR stressed the need to fill these vacancies because he could foresee the possibility of the DDA saying that the T/O will be what we have on board as of a certain day.

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9. The EO/TR distributed the Pending Actions list and noted that there were no problem areas.

10. The DTR stated that there have been several inquiries to OTR on new courses which have come into the Office in various ways. The Audit Staff report on component training noted that OTR has refused to put on a course for a component, but there was no record of the details. The DTR stated that there should be a formal response to any such request. The DDTR noted that the subject of a new FOIA/Privacy Act course was raised at this month's meeting with the STO's. The DTR said that an OTR Instruction will be issued on handling requests for courses. He charged the Chief, FTD, with discussing the proposed FOIA/Privacy course with the DDA/STO.

11. The DTR reported significant items from the DDA morning meeting. The members reported items of interest of the day.



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OTR STAFF MEETING  
Thursday, 10 February 1977, 1400 hours

AGENDA

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1. Creativity and Controls

2. FY 1979 Program Call

3. OTR Pending Actions

4. The Day's Events

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